

# Impact of Service Delivery on Customer Satisfaction of New Electricity Construction Projects with Special Reference To Ceylon Electricity Board

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**Abstract:** This research study was designed to explore the impact of service quality dimension towards customer satisfaction and special reference was made to the service offered by Ceylon Electricity Board. Research was formulated on the basis of the conceptual model provided by the Seithaml Valarie A et al (2011). Model implies that customer's satisfaction directly depends on service quality dimensioned in which it comprises with five variables namely reliability, responsiveness, assurance, empathy and tangibility. The model further exhibit that product quality, price situational factors and personnel factors could influence customer satisfaction. Customer satisfaction was considered as Y- variable while service quality dimension taken as the x-variable and further qualitative research approach was used to get a better understanding of this issue. Questionnaire was constructed on the basis of above five variables using above indicators in which five service gaps are measured namely perception gap, listening gap, design and standard gap, performance gap and communication gap. The stratified random sampling technique was applied to select the sample and empirical data was collected using the face to face direct interview method by means of a structural questionnaire. All gathered data tabulated using five point Lickert scale and those have been analyzed by using the descriptive statistics basically mean and standard deviation. Sample 100 of customers was chosen to receive their views in this regards. In addition 25 managers were selected taken to obtain their views on the same. Research conclude that there is a perception gap between customer expectations due to the reason of top managers have not been able to conduct regular meetings and marketing research of understand to customers' needs, wants and expectations. Further reveals that, the gaps are existed due to the same extended in the design and standard, performance and communication. Research recommends that listening gap, design and standard gap, service performance gap, communication gap to be minimized in the future. And furthermore, it is strongly recommended that the top managers should made necessary arrangements to conduct regular meetings with customer in the future in order to receive customer views regarding the service offered by this organization.

**Key Words:** Service quality dimension, Customer satisfaction, Electricity Board

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## I. Introduction

The customer satisfaction phenomenon is regarded as an important aspect of product or service offers. In the construction domain, satisfaction and client (consumer) satisfaction in particular, plays a fundamental role in determining the perceived success of a project. Identifying and satisfying the needs of consumers is critical for the existence and competitiveness of the global and Sri Lankan new electricity construction project industry. In the construction industry, consumer satisfaction has been a problematic issue for some considerable time. Dissatisfaction is widely experienced by consumers of the construction sector and may be caused by many aspects but is largely attributable to overrunning project costs, delayed completion, inferior quality and incompetent service providers including contractors and consultants. Research findings suggested that it is five times more expensive to develop a new construction, therefore a fundamental issue for construction participants must constantly seek to improve their performance if they are to endure in the global market.

Electricity has become an essential part of modern life for the societies with the growing needs and wants through the development of latest technology in the context of Sri Lanka. Electricity is widely used for domestic purposes rather than for industrial and commercial purposes in our country. However, larger portion of the revenue is generated from industrial and commercial supplies in Ceylon Electricity Board.

The most of the electricity consumers are found to be not satisfied with the services delivered by CEB. Therefore an attempt was made to explore the impact of the Service Delivering Quality towards Customer Satisfaction in New Electricity Construction Projects.

According to Kotler and Keller (2005), Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. Moreover, Customer satisfaction can be defined as the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals.

Customer expectations on product or service delivery were changed rapidly with the development of all sectors including technology. The market and the marketing concepts are evolved in accordance with the customer needs and wants. Therefore, in order to satisfy customers (consumers), the producers or service providers should develop all strategies with an eye on customer and all the implementations should be carried out with an understanding of their impact on the customer so as to satisfy them with service delivery.

Conferring Zeithmal *et.al.*(2011), there is a difference between customer expectations and the perceptions. Customer expectations are the standards or reference points that customers bring in to service, the service experience, whereas customer perceptions are subjective assessments of actual service experience. Customer expectations often consist of what a customer believes should or will happen. To satisfy the customers, the service provider should be able to close the gap between customer expectation and customer perception. Closing this gap is critical to deliver a quality service. Customer satisfaction and customer focus are so critical to the competitiveness of the firms; any company interested in delivering quality service must begin with a clear understanding of its customers. Although this understanding is somewhat easy for small organizations, it can be very difficult for the large organizations in which top or business level managers do not directly contact the customers.

Accordingly, scope of the present research was confined to service marketing concept: Customers are not only buying product/service or arrive to the organization but included industry owners, outside agencies, interested parties and such other outside personnel who are interest in the service offered by Ceylon Electricity Board. Accordingly, research covers wider range of personnel who are seeking the service while the coverage of the research would be the factors that are related to service delivery. Service delivery quality theoretically depends on service reliability, responsiveness of service personnel, service assurance, service empathy and service tangibility. Accordingly theoretical framework developed by Zeithaml (2011), was used to develop the research model.

**Service Reliability:** is the most important determinant of the service quality dimension. Reliability is defined as ability to perform the promised service dependably and accurately. Furthermore reliability means that the promises about the service delivery, service promised provisions problem resolution and pricing Zeithaml *et.al.*(2011).

**Service Responsiveness:** is the wiliness to help customers and to provide a prompt service. This dimension emphasizes, attentiveness and promptness in dealing with customer request, customer inquiry and question, complains and their problems. Responsiveness is communicated to the customers using the length of time, sometimes they have to wait for assistance, answer to the question and problems. Therefore attention to the customer quarries.

**Service Assurance:** is defined as employee's knowledge courtesy and ability of the firm and its employees to inspire customer trust and confidence. Trust and confidence is particularly important for service that customer perceive of which they feel certain about the service.

**Service Empathy:** is defined as individualized attention that the firm provides to its customers. The essence of empathy is convening through personalize service. Those customers are unique and special and the needs are understood. Customers want to feel understood firms that provide service to them. Small firm often knows customers by their name and build relationship. That reflects their personal knowledge of customer requirements and preferences Zeithaml *et.al.*(2011).

**Service Tangibles:** Tangibles provide physical representation of company image or service image and prestige. Service industries usually offer high standard and tangible as their marketing strategy which includes excellent visiting room, air conditioned environment and sophisticated comfort friendly environments as can be seen in restaurants, hotels, entertainment companies in order to enhance their service image of prestige.

On the other hand, Customer satisfaction effects on the profit of the organization, its' growth and development, Enrichment of the organization, development of resources, employee satisfaction, quality, productivity, efficiency and effectiveness, investment capability, working environment and goal achievement etc.

Therefore, attempts are made to explain how highly satisfied customers are cause to increase in revenue of the organization, growth and development of the organization, development of resources, increase in employee satisfaction, increase in service quality, improvement of productivity, increase in efficiency and effectiveness, increase in investment capability, development of working environment and goal achievement etc.

## **II. Background of the Research**

Ceylon Electricity Board is the largest electricity supplying company in Sri Lanka, a body corporate established under the Parliament Act No.17 of 1969. With a market share of nearly 100% it controls all major functions of generation, transmission and distribution of electricity energy to reach all categories of consumers nationwide. It is one of the only two on-grid electricity companies in the country; the other being Lanka electricity company. The company earned approximately LKR 188 billion in 2015 with a total of nearly 5.64 million consumer accounts ([www.ceb.lk](http://www.ceb.lk)).

Ceylon Electricity Board manages all its business activities in manners which care for the natural and manmade environment and contribute to sustainable development. By means of openness in dealing with environmental issues, they intend to create confidence in their activities on the part of the public, customers, authorities, employees and owners. Ceylon Electricity Board actively pursues a policy of incorporating and integrating environmental considerations into their activities.

CEB have planned to develop and maintain an efficient, coordinated and economical system of electricity supply to Sri Lanka, while adhering core value of quality, efficiency and effectiveness, commitment, safety, professionalism and sustainability.

When analyzing the load curve of the daily electricity consumption in Sri Lanka, it is obvious that most of the electricity consumers are domestic users. However, considering the developed countries in the world, electricity consumption is highly used for industrial purposes. Therefore those countries get an economic benefit by utilizing electricity. Accordingly, the use of electricity for most of developed countries is profitable. However CEB presently faces a non- profitable situation but it serves the nation. One of the major problems faced by the CEB is that the generated capacity is not capable to cater the peak maximum demand of the country. Therefore, CEB normally encourages all electricity consumers to reduce their consumption by balancing and simulating available resources with demand. The other most important issue is the increase of tariff interconnecting with electricity generating cost and other factors. Most of available natural hydropower resources are maximally utilized for power generation in present. Hence huge amount of money should be allocated for additional power generation for independent power producers (private organizations) and available thermal power stations (diesel and coal power generation, gas turbine and combine cycle power) to cater the existing demand. Therefore controlling of the electricity tariff is a difficult task from the CEB point of view with existing future demand. Customers are normally dis-satisfied when CEB introduces a tariff increase due to high cost of generating. But it is beyond the control of CEB.

Accordingly, this exploratory research studies used within the perspectives of services marketing concepts and deductive approach was used to collect views of respondents. Attempts were made to analyze the impact of service delivery quality towards customer satisfaction of new electrical construction projects with special reference to Ceylon Electricity Board.

## **III. Research Problem**

Customer satisfaction is a highly considerable matter today in the service sector. Service deliveries are intangible, should be consumed simultaneously with the production and it cannot be stored. Therefore the service provider should think creatively, how to deliver the service to the customers effectively and efficiently with fulfilling customer expectation.

In large organizations, like CEB top management Ministry level, Director Board level and other high rankers (GM &AGMs), most of the times do not know what the customer's real expectations are because they do not directly interact with customers. Therefore, most probably top rankers follow circulars and cabinet decisions and such other rule and regulation without identifying and considering what customer wants and needs are. Revenue and service centers located in popular areas of whole districts in the country and such other areas of provinces are usually busy with daily schedules and customer grievances resultant to not really understand the real customer needs. They designed policies, programmers, procedures and standards for design and development of goals, objectives and strategies according to the vision and mission of the organization. Accordingly, most of procedures cannot be implemented properly with lot of practical problems at the service delivery. Provincial level or Area Engineer (or area manager) level has to follow given standards and procedures specified in the industry (variety of service to the various kinds of customers, eg: industrial customers, rural electrification customers, bulk supply customers, domestic consumers and etc.). According to the circular provision is even without knowing the real customer base and their perception. They only perceive that they have to collect targets, almost impossible or in achievable due to different reasons. Most of the time policies and procedures are less applicable towards industry satisfaction.

Provincial level authorities and his authorized assistant and area managers have to work in accordance with the targeted revenue collection with offering service delivery and breakdown maintenance work by post. Sometimes they have not been trained well for fulfill their task properly. Their performances are being subjective, defends on individual attempt on service providing with revenue collection. They have not been

motivated well and their attitudes were not focused to the customer satisfaction. Sometime they face lot of practical circumstances. They have not provided confidential room vehicle and such other modern equipment of most of the office premises. They are sometimes treated as revenue collectors, eliminating their respective post. Since they are staff officers they must be provided advanced friendly branch offices or provincial offices and area offices but as far as Sri Lankan context.

Further, all of provincial offices and area offices are poor in facilities provided in addition to the lack in part of motivation, job satisfaction, job commitment, job involvement and such other job related attitudes are negative or less degree of job satisfaction. Therefore they have to achieve stressful, undesirable target. In addition, work overload, task confidence and poor relationship between supervisor and top personal and rigid administrative policies. They feel inconvenience throughout the job.

Currently CEB is paying its' optimum attention to improve their policy, procedures, programs and standards so as to satisfy customers by improving the quality of service delivery. Hence, CEB named the year 2014 as the "Customer Service Excellency Year". North Western Province of CEB got ISO 9001 – 2008 quality award in 2011. Most of the area offices and consumer service centers are practicing the 5S activities and productivity improvement activities. Further, top level management of CEB always encouraged employees to do so.

However, the researcher noticed that some of the employees at the service delivery level do not interact with customer requirements fulfilling. As per the observation, it is shown that most of the employee's politeness is not in a satisfactorily level and their respecting shown towards the customers is also in a low degree. Service delivery level personnel or the front level employees who should interact with customers and they act as the direct representatives of CEB and the customers often judge the performance of service organizations by association of the behavior and attitudes of its service personnel. However, nearly monopolistic status enjoyed by the CEB in electricity utility sector due to one only company in power providing of Sri Lanka, presumed that has been caused to develop weaker customer relationships.

Electricity is the most important utility for all human beings. Therefore, customers are always expecting high quality and uninterrupted service from the service provider with considerable tariff. Specially, customers of the new electrical construction projects (of ongoing Rural electrification projects and Rehabilitation & Augmentation of electricity construction projects of the provinces) always expected to get their service on time and without delay due to any reason, un-interrupted service, affordable tariff system, easy payment facilities and customer-oriented attitudes of employees etc. Evidence did not prove that CEB had been capable to meet the above customer expectations in a satisfactory level. Researcher noticed that following most of obstacles and difficulties are mainly affected to projects completion.

Delaying of fund allocation and environmental approval of projects, delaying of approval of required estimations, delaying of land owners consent due to political influences, some unethical laws and regulations of government and lengthy process of the public utilities commission decision of Sri Lanka (PUCSL) (eg: most of the time long period spent for land acquisition procedures), lack of material, skill labour, and technology and bad customer relationship throughout the project etc.

The major reasons may be the lack of accurate understanding about the customer expectations. The problem which was identified by the researcher was the gap between expected service and perceived service delivered to customers by CEB. Therefore, understanding the real requirements and customer's expectations is necessary and delivering the superior quality of service would be essential.

This research study explores the reasons for customer dissatisfaction, low degree of employee commitment etc. In addition, attempts were made to explore the factors causing customer satisfaction Vs customer dissatisfaction of new electricity construction projects in CEB.

*Furthermore, researcher noticed that most of the above dispute occurred from negligence of policies, programmes, procedures and standards of an organization. Accordingly all above mentioned facts prove that low degree of service reliability, low degree of service responsiveness, low degree of service assurance, low degree of service empathy and low degree of service tangibility were encountered for by the low level of customer satisfaction in CEB. Hence this research explored the evidence of the above problem, criticisms made through letters from customers, newspaper articles, and electronic media etc.*

#### **IV. Research Questions**

1. To what extent has service reliability been developed towards customer satisfaction knowing what customer expectations are in new construction?
2. To what extent service delivery personnel is responsive towards customer inquiries, customer grievances, problems and questions they raised time to time under the delaying of new construction?
3. To what extent service delivery personnel have been able to create service assurance to the extent to which customers are satisfied in new construction?
4. To what extent organization have been capable of offer their services to the expected level of empathy?

5. To what extent existing physical facilities have been capable of offering tangible service at the customer launch?

## **V. Research Objectives**

The study aims to identify the impact of service delivery towards customer satisfaction. Accordingly communication was done with the existing customers and managers to obtain their views on the existing service quality of the organization. And collected data was used to analysis and recommends to what action to be taken to retain customer and increase customer satisfaction. Accordingly following research objectives were developed.

1. To study organizational effectiveness, service quality dimension and existing relationships between management concepts, so as to understand how far service quality dimension influence customer satisfaction and their by make effective organization.
2. To measure the degree of service quality dimension of new electricity construction projects using structured questionnaire by administering so as to measure how far the existing service delivery is marketing oriented.
3. To assess the existing service delivery quality taking into consideration how far service of CEB has been made reliable, responsiveness, assured by customer empathy and tangibility in terms of theoretical perspectives of services marketing by Zeithaml et. al.(2011), and such other scullers.
4. To offer recommendations on the basis of research findings that would be useful to top management and middle level management as well as low level management of an organization.
5. To develop satisfied customer base Vs satisfied staffs in the future in connection with new electricity construction projects.

## **VI. Conceptual Background**

### **6.1 Service Quality Dimension**

The researcher identified five co variables as service quality dimensions to analyze the impact of service quality dimensions towards customer satisfaction.

### **6.2 Service Reliability**

Reliability is the Ability to perform the promised service dependably and accurately. In its broad sense, reliability means that the company delivers on its promises- promise about delivery, service provision, problem solution, and pricing.

Customers want to do business with companies that keep their promises, particularly their promises about the service outcomes and core service attributes *Zeithaml et.al,(2011)*.

1. Accessibility - Service is available when desired (when the customer wants to use it) and easy of contact.
2. Continuity - Customer has uninterrupted service over desired duration.
3. Dependability - Ability to perform the promised service in a faithful manner
4. Accuracy. (Ability to perform the promised service in an accurate manner)

Service Reliability can be defined as the ability of an apparatus, machine, or system to consistently perform its intended or required function or mission, on demand and without degradation or failure. In Manufacturing it can be defined as the probability of failure-free performance over an item's useful life, or a specified timeframe, under specified environmental and duty-cycle conditions. It is often expressed as mean time between failures (MTBF) or reliability coefficient. Reliability can also be defined as the consistency and validity of test results determined through statistical methods after repeated trials(*business dictionary, 2015*).

Reliability depends on handling customer service issues, performing the services right the first time; offering services on time, and maintaining a record of error-free. Moreover, they define reliability as the most significant factor in conventional service Parasuraman *et.al,(1988)*. Reliability also consists of the right order fulfillment; accurate records; accurate quote; right in the bill; Results are more accurate than commissions; keep the promise of service. More specifically, in a study by Parasuraman *et.al,(1985)*, SERVQUAL was applied to gather data in four different companies, including banks, credit card companies, the company's maintenance services, and Long Distance Phone Company. He found high reliability in all four of these companies, with the possible exception of some of the values associated with significant dimensions Parasuraman *et.al,(1985)*.

Finally, reliability is defined as the “ability to perform the promised service dependably and accurately” Parasuraman *et. al, (1988)* and Al-Azzam (2015).

In the present research, service reliability related factors offered at the service delivery points of Ceylon Electricity Board new electrical construction projects customers, which were identified by the researcher, are measured by using four items of the reliability dimension of the 25-item questionnaire such as regular meeting conducting and identifying needs and wants, providing its services at the promised time

framework, correctly perceived by customer expectations and the conducting of marketing research by management of the service delivery level.

### **6.3 Service Responsiveness**

Responsiveness is the Willingness to help customers and provide prompt service. This dimension emphasizes attentiveness and promptness in dealing with customer requests, questions, complaints, and problems. Responsiveness is communicated to the customers by the length of time they have to wait for assistance, answers to questions or attention to problems.

To excel on the dimension of responsiveness, a company must view the process of service delivery and the handling of requests from the customer's point of view rather than from the company's point of view. Standard for speed and promptness that reflects the company's view of internal process requirements may be very different from the customer's requirements for speed and promptness. To truly distinguish themselves on responsiveness, companies need well- staffed customer service departments as well as responsive front line people in all contact positions. Zeithaml *et.al*,(2011). Furthermore, Johnston (2006), defines responsiveness such as speed and timeliness of service delivery. This consists of processing speed and service capabilities to respond promptly to customer service requests, and wait a short and queuing time. More specifically, responsiveness is defined as the willingness or readiness of employees to provide services. It contains the timeliness of service Parasuraman *et.al*,(1985). It also contains understanding the needs and requirements of the customer, easy operation time, individual attention provided by the staff, attention to the problem and customers' safety in their dealings Kumar *et.al*,(2009) and Al-Azzam *et.al*,(2015).

Level of responsiveness in serving to customers can be evaluated from three perspectives: speed of service, sensitivity to customer concerns and awareness of changes in the general needs of the target customer. Successful businesses will continually search for ways to improve in all three of these areas. However, employing a few direct strategies may provide marked and ongoing improvement to their regular implementation.

In the present research, service responsiveness related factors offered at the service delivery points of the Ceylon Electricity Board electrical construction project's customers, which were identified by the researcher, are measured by using five items of the responsiveness dimension of the 25-item questionnaire such as willingness to help behaviour, motivated behaviour, prompt behavior, committed behaviour, courtesy behaviour of the service delivery level personnel.

### **6.4 Service Assurance**

Assurance is the Knowledge and courtesy of employees and their ability to convey trust and confidence. This dimension is likely to be particularly important for services that customers perceive high risk or for services of which they feel uncertain about their ability to evaluate outcomes Zeithaml *et.al*,(2011).

In this research, service assurance related factors offered at the service delivery points of the Ceylon Electricity Board's new electrical construction project's customers, which were identified by the researcher, are measured by using five items of the assurance dimension of the 25-item questionnaire such as level of technical support provided by the service delivery level personnel, level of confidence created in customer mind, level of service consistency, level of regular behavior, level of responsibility holding and level of knowledge of the service delivery level personnel.

### **6.5 Service Empathy**

Empathy is defined as the Caring, individualized attention the firm provides its customers. The essence of empathy is conveyed, through personalized service, that customers are unique and special and that their needs are understood. Customers want to feel understood by firms that provide service to them. Personnel at small service firms often know customers by name and build relationships that reflect their personal knowledge of customer requirements and preferences. When such a small firm competes with larger firms, the ability to be empathetic may give the small firm a clear advantage Zeithaml *et.al*,(2011).

Empathy is the capacity to share or recognize emotions experienced by another sentient or fictional being. One may need to have a certain amount of empathy before being able to experience accurate sympathy or compassion. Empathy has many different definitions that encompass a broad range of emotional states, including caring for other people and having a desire to help them; experiencing emotions that match another person's emotions; discerning what another person is thinking or feeling, and making less distinct the differences between the self and the other .It also is the ability to feel and share another person's emotions. Some believe that empathy involves the ability to match another's emotions, while others believe that empathy involves being tenderhearted toward another person.

Empathy contains giving individual attention to employees who understand the needs of their customers and customer facilities during business hours. Furthermore, Ananth *et.al*,(2011), demonstrates

empathy in their research of private sector banks, provide individual attention and easy operation time; giving personal attention, and understanding the specific needs of customers. Also, Johnston (2006), defined empathy as the ability to make customers feel welcome, especially by staff contacts. Additionally, the SERVQUAL model indicates that satisfaction is related to the size and direction of disconfirmation of a persons' experience when he/she faces his/her initial expectations Parasuraman *et.al*,(2013).

In the present research, service empathy related facts offered at the service delivery points of the of Ceylon Electricity Board electrical construction projects customers, which were identified by the researcher, are measured by using seven items of the empathy dimension of the 25-item questionnaire such as degree of training, degree of awareness, degree of experience, degree of expertize and degree of individualized at service delivery points personnel, service quality and skills of inquiry desk personnel.

### 6.6 Service Tangibles

Tangibles are the appearance of physical facilities, equipment, personnel, and communication materials. Tangibles provide physical representations or images of the service that customers, particularly new customers, will use to evaluate quality. Service industries that emphasize tangibles in their strategies include services in which the customer visits the establishment to receive the service, such as restaurants and hotels, retail stores, and entertainment companies.

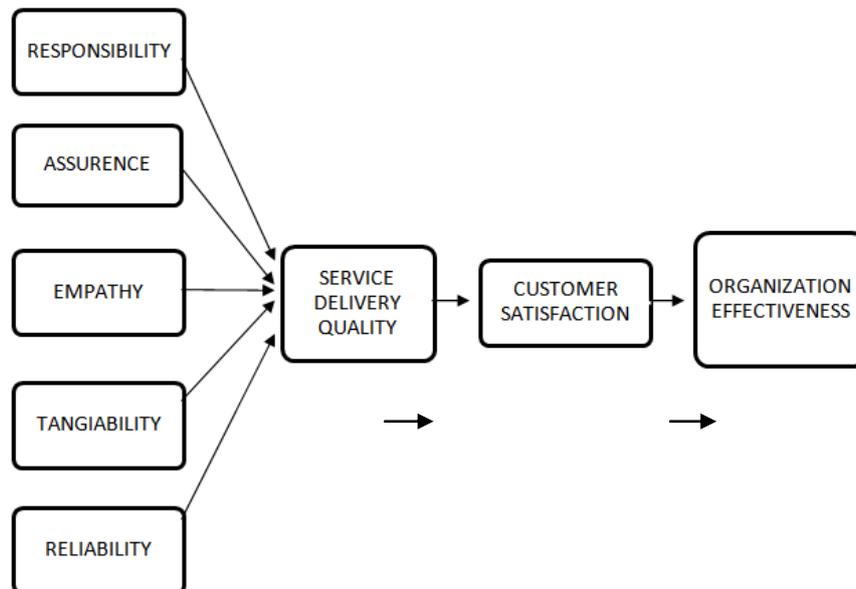
Although tangibles are often used by service companies to enhance their image, provide continuity, and signal quality to customers Zeithaml *et.al*,(2011).

Furthermore, Physical environmental conditions appeared as a clear evidence of the care and attention paid for the details offered by the service provider, summarizes tangibles like the physical confirmation of the service. More specifically, Parasuraman *et.al*,(1985), define the tangibility appearance of physical facilities, equipment, personnel, and written materials Al-Azzam(2015).

In the present research, tangibles offered at the service delivery points of the Ceylon Electricity Board's new electrical construction project's customers which were identified by the researcher, are measured by using four items of the tangible dimension of the 25-item questionnaire such as the way of welcome, level of comfort at the Service Delivery point, level of guidance and direction board available, level of safety provided and degree of vehicle parking facility available.

### Hypothesis

Researcher developed under mentioned hypotheses according to the selected research model. Final interpretation of acceptance or rejections of hypothesis are based on the significance or insignificance of the respondent views.



H<sub>1</sub> –There is a positive relationship between customer satisfaction and service delivery quality dimension.

H<sub>2</sub> – Service delivery quality dimension is largely influenced by service reliability.

H<sub>3</sub> –Service delivery quality is largely influenced by service responsiveness.

H<sub>4</sub> – Service delivery quality is largely influenced by service assurance.

H<sub>5</sub> – Service delivery quality is largely influenced by service empathy.

H<sub>6</sub> – Service delivery quality is largely influenced by service tangibility.

### VII. Research Methodology

The approach of this study was both qualitative and quantitative; it is primarily exploratory research which was used to gain an understanding of underlying reasons, opinions and motivations. It provides insights into the problem, or helps to develop ideas or hypotheses for potential quantitative research. Qualitative Research is also used to uncover trends in thought and opinions, and to dive deeper into the problem. Most obviously, qualitative research tends to be concerned with words rather than numbers. Also deductive approach is used here indicating that the researcher tested the theory which has been already existing.

Data were collected using primary and secondary data. Primary data were collected using a structured questionnaire and the secondary data were based on Central bank reports, books, Journals, manuscripts, magazines that were available to the researcher in Ceylon Electricity Board and University libraries. In addition, sources of information which was available in Ceylon Electricity Board annual reports and number of articles and documents, published and unpublished were used in order to highlight some significant areas.

**Sample number one:** Customer

Attempts were made to select 100 customers from among the large crowd of customers ( out of 33380 electricity customers of the Rural electrification projects and Rehabilitation & Augmentation electrical construction projects in selected four provinces of Sri Lanka) spread throughout the island.

Multi-stage stratified sampling technique was used to select 100 customers in a random basis only in four provinces in Sri Lanka. (Because including all the provinces, population was very large hence it was practically difficulty to take views of the respondents. Due to that, researcher selected four provinces and it also selected random basis)

**Sample number two:** Top level, middle level and operational level managers of Employer

### VIII. 1Data Analysis of Customer’s Views

**Table:01;** Level of influence of each factor in connection with customer reliability and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Number of regular meetings conducted by top and middle level management in a regular basis with customer to identify real needs & wants of customers	-1.1	0.438 (SD< 1)	Moderate	Significant
Degree of service delivery personnel providing its service at the time of promised	-0.66	0.934 (SD< 1)	low	Significant
Degree of market research conducted by CEB so as to identify the features	-1.07	0.498 (SD< 1)	Moderate	Significant
Degree of customer expectation identified by those meetings	-1.2	0.458 (SD< 1)	High	Significant

As per the Table:01; views of the customers indicated that, regular meetings were not been conducted and according to the (mean  $\bar{x}$  = -1.1) mean value shows that regular meetings have not been conducted by the company to identify customer’s real needs and wants. Respondent views were found to be statistically significant (SD < 1) therefore it is strong enough to say that it has influenced customer dissatisfaction at moderate level of degree.

Table further indicates that provided services to customer have not been at promised time framework (mean  $\bar{x}$  = - 0.66). The table further reveal that marketing research were not conducted (mean  $\bar{x}$  = -1.07). Furthermore, table review that customer expectations have not been identified ( mean  $\bar{x}$  = -1.2).

All the factors in connection with customer reliability have been negatively influenced either at low degree or at a moderate level. Furthermore, considering average mean value of all the factors based on the reliability (Average mean or Mean of the mean = - 1.007) Therefore, researcher concluded that there is a customer gap and no evidence to accept the hypothesis 2 (H<sub>2</sub>).

**Table:02;** Level of influence of each factor in connection with the responsiveness of service delivery personnel and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Degree of ability to prepare service design and standard	-1.17	0.428 (SD< 1)	High	Significant
Degree of ability to prepare necessary procedure	-0.8	0.974 (SD< 1)	Moderate	Significant
Degree of ability to prepare necessary	-0.98	0.841 (SD< 1)	Moderate	Significant

standard				
Degree of availability of Policy, Programme, Procedure and Standard	-1.04	0.65 (SD< 1)	Moderate	Significant
Degree of awareness of Policy, Programme, Procedure and Standard	-0.7	0.973 (SD < 1)	Moderate	Significant

As per the Table 02; views of the customer indicated that, responsiveness of service delivery personnel was found unfavorable, as mean values of each factor was negative. It was reviewed that company’s ability to prepare service design and service standard was negatively perceived by the customer to the extent to which it has influenced at moderate level to make the customer dissatisfied towards the preparation of service design and standards. In addition, it was reviewed that necessary procedures have not been prepared and also perceived negatively as mean value takes – 0.8 company’s abilities to prepare to necessary standards were also found negatively perceived by the customers (mean  $\bar{x}$  value = - 0.9). Furthermore, it was reviewed that degree of availability of programme, procedures and standard has been negatively perceived by the customers. Respective mean value was found to be negative (-1.1). It was also revealed that the degree of awareness of policy, programme, procedure and standards were also negatively perceived by customers. Accordingly, research concludes the degree of responsiveness of service delivery personnel was at either moderate level or low level in unfavorable sense. However, considering average mean of all the factors in connection with service responsiveness (Mean of the mean = -0.938) have been negatively influenced at moderate level. Therefore, researcher concluded that hypothesis 3 (H<sub>3</sub>) is also rejected.

**Table:03;** Level of influence of each factor in connection with the awareness of service delivery personnel and whether the influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Degree of motivation of service delivery personnel (SDP) to perform their role	0.98	0.943 (SD< 1)	Moderate	Significant
Degree of politeness of SDP at the service delivery time	0.78	0.97 (SD< 1)	Moderate	Significant
Degree of commitment of SDP to perform their role	0.80	0.985 (SD< 1)	Moderate	Significant
Degree of prompt engagement of SDP at the time of service delivery	-0.55	0.914 (SD< 1)	Low	Significant
Degree of provision of prompt services delivered by SDP	0.98	0.921 (SD < 1)	Moderate	Significant

As per the Table 03; views of the customer indicated that, the degree of service awareness of service delivery personnel was found to be favorably influenced towards customer satisfaction as most of the mean values were found to be closer to one. A degree of motivation of SDP has been favorably influenced at moderate level towards customer satisfaction (mean  $\bar{x}$  = 0.98). Degree of politeness of SDP was also found to be moderately favorable towards customer satisfaction (mean  $\bar{x}$  = 0.78). Degree of commitment of SDP has been found to also be favorable but has influenced at a moderate level. Degree of prompt engagement of SDP was found to be negatively favorable at a low level of customer satisfaction. Degree of provision of prompt services was found to moderately influence in a favorable sense (mean  $\bar{x}$  = 0.98). Research concluded that service awareness of delivery personnel was influenced positively to increase customer satisfaction at moderate level.

Furthermore, considering average mean value of all the factors in connection with service assurance is (Mean of the mean = 0.598) moderately influenced favorable sense and it is concluded that the hypothesis 4 (H<sub>4</sub>) was accepted.

**Table 04;** Level of influence of each factor in connection with the empathy of service delivery personnel and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Level of training of service delivery personnel (SDP) to perform their role at the time of service delivery	1.15	0.914 (SD< 1)	High	Significant
Level of awareness of the task of SDP to performed at the service delivery time	1.04	0.864 (SD< 1)	Moderate	Significant
Level of experience of SDP to perform their role competitively	1.06	0.973 (SD< 1)	Moderate	Significant
Level of expertise of SDP to perform their role competitively	0.37	0.939 (SD< 1)	Low	Significant
Level of individualized service offered by SDP at	0.47	0.979 (SD <	Low	Significant

the service delivery time		1)		
Level of given personnel attention to the customers by SDP at the service delivery time	-0.43	0.935 (SD < 1)	Low	Significant
Level of real problem identification of individual customers by SDP at the service delivery time	0.47	0.989 (SD < 1)	Low	Significant

As per the Table 04; views of the customer indicated that, level of service empathy of service delivery personnel was found to favorably influence towards customer satisfaction as half of the factor mean values were found to be closer to one. A level of training of SDP has favorably influenced at high level towards customer satisfaction (mean  $\bar{x}$ = 1.15). Level of awareness of the task of SDP was also found to be moderately favorable towards customer satisfaction (mean  $\bar{x}$ = 1.04). Level of experience to perform their role of SDP has been found to be also favorable and it also has been influential at moderate level. Level of expertise to perform their duty competitively of SDP was found to be in effect and low level of favorability ( mean  $\bar{x}$  = 0.37) towards customer satisfaction according to the respondents. Level of individualized service offered at the service delivery time of SDP was found to be also low. Level of given personnel attention to the customers by SDP was negatively perceived towards customer satisfaction in effect with low degree (mean  $\bar{x}$ = -0.43). Level of identifying real problems of customers by SDP had low influence at favorable sense (mean  $\bar{x}$  = 0.47).

However, considering average mean of all the factors in connection with service empathy (Mean of the mean = 0.59) have been influenced at moderate level of favorable sense. According to the above provident hypothesis 5 (H<sub>5</sub>) was accepted.

**Table: 05;** Level of influence of each factor in connection with customer tangibility and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Degree of customers welcome to the extent to which they are satisfied	0.71	0.971 (SD< 1)	Moderate	Significant
Degree of available convenient car parking facility at the service delivery point	-0.26	0.986 (SD<1)	Low	Significant
Degree of provided comfortable seating arrangement with air conditioned environment at the service delivery point	-0.36	0.847 (SD< 1)	Low	Significant
Degree of provided proper guidelines and direction board at the service delivery point	-0.55	0.896 (SD< 1)	Moderate	Significant

As per the Table:05; views of the customer indicated that, customer welcoming is in a satisfactory level further that mean value.(mean = 0.71) indicates moderate level of customer welcome have been presumed by the SDP. Respondent views were found to be statistically significant. Therefore, it is strong enough to say that it has influence customer satisfaction at a degree of moderate.

Table further indicates that available convenient car parking facility to customers have negatively influenced (mean = -0.26) up to low degree. The table further reveals that provided comfortable seating arrangement with air conditioned environment was also not sufficient (mean = -0.36). Furthermore, table reviews that provided proper guidelines and direction board have not been identified (mean = -0.55) moderate level of customers satisfaction.

All the factors in connection with customer satisfaction respondents of tangibility have been influenced at low degree. Furthermore, considering average mean of all the factors in connection with service tangible have been (Mean of the mean = -0.115) influenced at a low degree of unfavorable sense and therefore, it is concluded that there is a customer gap and evidence not proved to accept the hypothesis 6 (H<sub>6</sub>).

And finally hypothesis1(H<sub>1</sub>) which indicates that there is a positive relationship between customer satisfactions with service quality is accepted with sufficient evidence of the present research as per the customer’s views.

### IX. Data Analysis of Manager’s Views

**Table:06;** Level of influence of each factor in connection with customer reliability and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Number of regular meetings conducted by top and middle level management in a regular basis with customer to identify real needs & wants of customers	-0.76	0.955 (SD< 1)	Moderate	Significant
Degree of service delivery personnel provide	0.68	0.952	Moderate	Significant

its service at the promised		(SD< 1)		
Degree of market research conducted by CEB so as to identify the features	0.73	0.930 (SD< 1)	Moderate	Significant
Degree of customer expectation identified by those meetings	-0.61	0.977 (SD< 1)	Moderate	Significant

As per the Table:06; views of the managers indicated that, regular meetings were not been conducted (mean  $\bar{x}$ = -0.76) at regular basis by the top and middle management to identify real needs & wants of customers of the company. It further reveals that views were found to be statistically significant (SD < 1). Therefore it is strong enough to say that customer’s real needs and wants were not identified through conducting regular meeting at regular basis by top and middle management. Further, it has influenced customer dissatisfaction at moderate level. Table further indicates that provided services to customer have been at a moderate level of degree of promised time framework (mean  $\bar{x}$  = 0.68). It also revealed that marketing research was conducted at a level of moderate ( mean  $\bar{x}$ = 0.73). Furthermore, table reviews that customer expectation have not been identified ( mean  $\bar{x}$ = -0.61).

All the factors in connection with customer reliability have been influenced at moderate level. However, considering average mean of all the factors in connection with service reliability have been (Mean of the mean = 0.017) influenced at a low degree of favorable sense and therefore, concluded that there is a customer gap and not accepted the hypothesis 2(H<sub>2</sub>) as per the respondents of manager’s views also.

**Table :07;** Level of influence of each factor in connection with the responsiveness of service delivery personnel and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Degree of ability to prepare service design and standard	0.66	0.966 (SD< 1)	Moderate	Significant
Degree of ability to prepare necessary procedure	0.8	0.974 (SD< 1)	Moderate	Significant
Degree of ability to prepare necessary standard	0.70	0.990 (SD< 1)	Moderate	Significant
Degree of availability of Policy, Programme, Procedure and Standard	0.91	0.944 (SD<1)	Moderate	Significant
Degree of awareness of Policy, Programme, Procedure and Standard	0.55	0.989 (SD< 1)	Moderate	Significant

As per the Table:07; views of the managers indicated that, ability to prepare service design and service standard were perceive by the customer to the extent to which it has influenced at a moderate level (mean  $\bar{x}$ = 0.66) to make the customer satisfied towards the preparation of service design and standards. In addition, it was reviewed that necessary procedures have been prepared with the degree of moderate level as mean value takes 0.8 and further, abilities to prepare to necessary standards also found that moderate level of degree (mean  $\bar{x}$  = 0.7). Furthermore, it was reviewed that moderate level of availability of programme, procedures and standards have been perceived by the customers at a respective mean value (mean  $\bar{x}$ = 0.91). It was further revealed that the degree of awareness of policy, programme, procedure and standards were also perceived by moderate level.

Responsiveness of service delivery personnel was found to be in a moderate level of customer satisfaction according to the all factors, mean values and standard deviation values indicated in table.

Furthermore, considering average mean value of all the factors in connection with service responsiveness, it is (Mean of the mean = 0.724) concluded that it moderately influenced in favorable sense and therefore, hypothesis 3(H<sub>3</sub>) is accepted as per the managerial views.

**Table: 08;** Level of influence of each factor in connection with the awareness of service delivery personnel and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Degree of motivation of service delivery personnel (SDP) to perform their role	1.17	0.829 (SD< 1)	High	Significant
Degree of politeness of SDP at the service delivery time	0.93	0.962 (SD< 1)	Moderate	Significant
Degree of commitment of SDP to perform their role	1.06	0.952 (SD< 1)	Moderate	Significant
Degree of prompt engagement of SDP at the time of service delivery	1.01	0.985 (SD< 1)	Moderate	Significant
Degree of provision of prompt services delivered by SDP	1.14	0.837 (SD < 1)	High	Significant

As per the Table:08; views of the managers indicated that, the degree of service awareness of service delivery personnel was found to be favorably influenced towards customer satisfaction as all the mean values were found to be closer to one and little above. A degree of motivation of SDP has favorably influenced at high level towards customer satisfaction ( mean  $\bar{x}$  = 1.17). Degree of politeness of SDP was also found to be moderately favorable towards customer satisfaction. Degree of commitment of SDP has been found to also be favorable but has been influenced at a moderate degree. Degree of prompt engagement of SDP was found to moderate favorably towards customer satisfaction. Degree of provision of prompt services was found to highly influence at favorable sense (mean  $\bar{x}$ = 1.14). Research concluded that service awareness of delivery personnel caused positively to increase customer satisfaction at moderate level.

However, considering average mean value of all the factors in connection with service awareness, (Mean of the mean = 1.062) moderately influence of favorable sense and therefore, research concluded that there is a customer gap and hence hypothesis 4(H<sub>4</sub>) was accepted.

**Table:09 ;** Level of influence of each factor in connection with the empathy of service delivery personnel and whether influence is significant or insignificant towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Level of training of service delivery personnel (SDP) to perform their role at the time of service delivery	1.15	0.914 (SD< 1)	High	Significant
Level of awareness of the task of SDP to perform at the service delivery time	0.93	0.962 (SD< 1)	Moderate	Significant
Level of experience of SDP to perform their role competitively	1.13	0.913 (SD< 1)	High	Significant
Level of expertise of SDP to perform their role competitively	1.32	0.723 (SD< 1)	High	Significant
Level of individualized service offered by SDP at the service delivery time	0.39	0.994 (SD < 1)	Low	Significant
Level of given personnel attention to the customers by SDP at the service delivery time	1.01	0.975 (SD < 1)	Moderate	Significant
Level of identification of real problems of individual customers by SDP at the service delivery time	1.1	0.9 (SD < 1)	High	Significant

As per the Table:09; views of the managers indicated that, the level of service empathy of service delivery personnel was found to highly influence towards customer satisfaction as all the mean values were found to be closer to one and above. A level of training of SDP has favorably influenced at high level of degree towards customer satisfaction (mean  $\bar{x}$ = 1.15). Level of awareness of the task of SDP also found to be moderately favorable towards customer satisfaction (mean  $\bar{x}$ = 0.93). Level of experience to perform their role of SDP has been found to be also favorable and it has influenced at a high degree. Level of expertise to perform their duty competitively of SDP was found to be highly favorable (mean  $\bar{x}$  = 1.32) towards customer satisfaction. Level of individualized service offered at the service delivery time of SDP was found to be low (mean  $\bar{x}$ =0.39). Level of given personnel attention to the customers by SDP was found to be moderately favorable towards customer satisfaction. Level of identifying real problems of customers by SDP had a high influence at favorable sense (mean  $\bar{x}$ = 1.1).

Finally, the research concluded that service empathy of service delivery personnel favorable to the company have caused positively to increase customer satisfaction at either highly and moderate level as per manager's views.

Furthermore, considering average mean value of all the factors in connection with service empathy, (Mean of the mean = 1.004) concluded that it moderately influenced in favorable sense and according to the above provident hypothesis5 (H<sub>5</sub>) was accepted.

**Table:10;** Level of influence of each factor in connection with customer tangibility and whether influence is significance or insignificance towards customer satisfaction

Factor	Mean Value	Standard Deviation Value	Degree of Influence	Level of Significance
Degree of customer welcoming to the extent to which they satisfied	0.64	0.98 (SD< 1)	Moderate	Significant
Degree of available convenient car parking facility at the service delivery point	0.42	0.987 (SD< 1)	Low	Significant
Degree of provided comfortable seating arrangement with air conditioned environment at the service delivery point	0.46	0.989 (SD< 1)	Low	Significant
Degree of provided proper guidelines and direction board at the service delivery point	1.09	0.9 (SD< 1)	Moderate	Significant

As per the Table:10; views of the managers indicated that, the level of customers welcome by SDP was found to influence at moderate level (mean  $\bar{x}$ =0.64). Table further indicates that available convenient car parking facility to customers have been satisfactory at a low degree (mean  $\bar{x}$ =0.42). The table further reveals that provided comfortable seating arrangement with air conditioned environment was also not sufficient (mean  $\bar{x}$ =0.46). However, table indicated that provided proper guidelines and direction board have been identified easily (mean  $\bar{x}$  = 1.09) and customers were satisfied at a moderate level.

All the factors in connection with customer tangibility have been influenced either at low degree or at moderate level. However, considering average mean value of all the factors in connection with service tangibles (Mean of the mean = 0.652) moderately influenced at a favorable sense. Therefore, concluded that there is a customer gap and evidence to prove the hypothesis 6 ( $H_6$ ) as per the managers views also.

Finally hypothesis 1( $H_1$ ) which indicates that there is a positive relationship between customer satisfactions with service quality is accepted with sufficient evidence of the present research as per the managerial views of respondents of Ceylon Electricity board also.

### **X. Conclusion**

Customer satisfaction depends on reliability of the service, responsive- nature of service delivery personnel, service assurance perceived by the customers, service empathy and service tangibility. These five ingredients are generated within the organization due to the customer gap and provider gaps.

Customer gap is the difference between customer expectations and customer perceptions. Customer expectations are standards or reference points customers bring into the service experience, whereas customer perceptions are subjective assessment of actual service experiences.

Provider gaps are four types, namely, the listening gap, service design and standard gap, the service performance gap and the communication gap.

Listening gap is the difference between customer expectations and organization understanding of those expectations.

Service design and standard gap is generated due to the difference between service design of the service provider and the service design of the customer expectation. The service design and standard gap refers to the difference between customer expectation and provider expectation.

Performance gap refers to the difference between customer expectation and organization expectation; about the service delivery, unless delivery personnel have not been well trained, listening gap as well as performance gap would be possible.

The fourth gap which referred as communication gap will simultaneously occur due to misunderstanding or less understanding of standards the organization wishes to deliver. Therefore it is concluded that there can be customer gap and provider gaps.

Customer gap occurs when the organization does not understand what the customer expectations are. Listening gap is due to the difference between customer expectations and organization understanding. Design gap is due to the wrong perception of business level managers. Performance gap occurs when service delivery people have not been properly trained. Communication gap will be possible due to the attitudinal differences.

The aim of the research model was to identify the gaps between customer expectation and the actual services provided at different stages of service delivery and Close the gap and improve the customer service.

Customer dissatisfaction comes from a variety of causes, such as not delivering what is promised, lack of accepting personal or corporate responsibility, rudeness, unconscious projected attitude of “I really hate my job and/or the people whom I have to serve.” While improved customer satisfaction may result in increased profits, increased customer dissatisfaction will result in not only decreased profits but also in a possible business

failure. Furthermore, the hardest thing to restoration is a business' reputation. Thus, the marketing costs of customer dissatisfaction may be enormous.

Customer satisfaction is considered to be a prerequisite for customer retention and loyalty, leading to profitability, market share, positive word of mouth and the company's success. Customer satisfaction is so important, because, it's a leading indicator of consumer repurchase intentions and loyalty; It's a point of differentiation (Customer satisfaction help keep a finger on the pulse of the existing customers, it can also act as a point of differentiation for new customers.); It reduces customer churn, It increases customer lifetime value; It reduces negative word of mouth; It's cheaper to retain customers than acquire new ones.

Organizations analyze customer satisfaction with various customer satisfaction models. Different models clarify different theories of customer satisfaction. SERVQUAL instrument developed by Parasuraman, *et.al*, (1988) is one instrument that can be used to measure customer satisfaction. It was a 22-item instrument for measuring consumer perceptions of service quality. SERVQUAL addresses many elements of service quality divided into the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. Ten determinants that may influence the appearance of a gap were described by Parasuraman, *et.al*, in the SERVQUAL model: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles. Later, the determinants were reduced to five: tangibles; reliability; responsiveness; service assurance and empathy in the so-called RATER model.

Service quality can be defined as a level of service delivery based on customer perception. The relationship between expectation, perceived service quality and customers satisfaction have been investigated in a number of researches. They found that, there is very strong relationship between quality of service and customer satisfaction. Increase in service quality can satisfy and develop attitudinal loyalty which ultimately retains valued customers. A higher level of perceived service quality results in increased customer satisfaction. When perceived service quality is less than expected, the customer will be dissatisfied.

### **Service Reliability**

Customer satisfaction is a judgment about service features. It is perceived expectations about service delivery level personnel, physical evidence, and performance. Customer satisfaction is measured in terms of service reliability of the service delivery level personnel. Accordingly, research factors indicated that the level of need & wants identification through regular meeting conducting, Time accuracy with promised service, correct perception of customer expectations and conducting marketing research by the service delivery personnel, influenced customer satisfaction directly and indirectly.

According to the customer views, it was indicated that all the four reliability base factors were found significant since the standard deviation (SD) is less than one and all of them negatively influenced to the customer satisfaction. Therefore, it concludes that there is a customer gap and no evidence to accept the hypothesis 2 (Service delivery quality dimension is largely influenced by service reliability).

However, manager's views were different from customer's views. It was revealed that managers were satisfied up to some extent on service reliability related factors including proper perception of customer expectations (mean = 0.67) and time accuracy of provided services (mean= 0.37). Further considering their views, other two factors negatively responded but higher value indicated with respect to the customer views of needs and wants identification through regular meeting and marketing research conducting. However, considering all the above factors mean of the mean is 0.02 and they were found significant since the standard deviation (SD) is less than one. Therefore, researcher concludes that there is a customer gap and evidence is not proved the hypothesis 2.

### **Service Responsiveness**

Responsiveness is willingness to help customers and provide prompt services. Customer satisfaction also depends on service responsiveness. Accordingly, research concludes that preparing service designs and standard according to the customer willingness, designing necessary procedures, establishing necessary standards, program, policy, procedures and standards caused customer satisfaction.

As per the views of the customer, responsiveness of service delivery personnel were found unfavorable as mean values of each factor was negative. It was reviewed that company's ability to prepare service designs and service standards were negatively perceived by the customer to the extent to which it has been influenced at moderate level to make the customer dissatisfied towards the preparation of service design and standards. Accordingly, research concludes the degree of responsiveness of service delivery personnel was at either moderate level or low level in unfavorable sense. Therefore, hypothesis 3(Service delivery quality is largely influenced by service responsiveness) is rejected.

As per the views of managers, service responsiveness of SDP were found in moderate level of customer satisfaction according to the first two factors and also, it reviews that next three variables (factors) in effect at lower level of degree as according to mean values and standard deviation values indicated in table.

Further considering mean of the mean (average mean value of the mean) value of all the factors (Ave. mean = 0.528) research concludes the degree of responsiveness of service delivery personnel was at moderate level of sense. Therefore, hypothesis 3 is accepted in accordance with manager's view.

### **Service Assurance**

Service assurance related factors such as level of motivated behavior, committed behavior, prompt behavior, polite behavior and prompt engagement at the time of service by the service delivery personnel and the knowledge of the service delivery personnel also influenced customer satisfaction directly and indirectly. As per the views of all five factors of the both customer's and manager's, it was observed that service awareness of delivery personnel has caused positively to increase customer satisfaction at moderate level. Therefore hypothesis 4 (Service delivery quality is largely influenced by service assurance) was accepted under both views.

### **Service Empathy**

Research findings also concludes that , Service Empathy related factors such as well-trained to perform their role, awareness of the task, proper experience to perform their duty, expertise to perform duty, individualized service offering, giving personnel attention and identifying real problems by the SDP affected customer satisfaction.

As per the views of the customers and managers, researcher envisages that, most of the factors of service empathy base of SDP was favorable to the company, and has caused positively to increase customer satisfaction at moderate level. According to the above provided, hypothesis 5 (Service delivery quality is largely influenced by service empathy) was accepted. However, some factors were highly affected and other factors were moderately affected (see chapter four) with concern of customer and manager views.

### **Service Tangibility**

Customer satisfaction also depends on service tangibles. Accordingly research concludes that service tangibles such as the way of welcoming the customer by the service delivery personnel, the comfort at the service delivery point, direction board displayed at the service delivery point and vehicle parking facility available at the service delivery point influenced directly and indirectly to the customer satisfaction.

As per the views of the customers and the managers, it was indicated that, all the factors in connection with customer tangibility have been influenced either at low degree or at moderate level. Therefore, it concluded that there is a customer gap and also evidence to prove the hypothesis 6 (Service delivery quality is largely influenced by service tangibility).

And finally hypothesis 1 which indicates that there is a positive relationship between customer's satisfaction and service quality is accepted with sufficient evidence of the present research in connection with both respondents views of customers and all categories of managers of Ceylon Electricity Board.

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